Lean Leadership and Enterprise Performance Management

Using Data Visualization to Drive Decisions and Tell Your Agency’s Story

Washington Lean Conference

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Presentation Team

• Washington Employment Security Department
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• Mass Ingenuity
  - Scott Harra, EVP Marketing and Government Relations
  - Christine (Chris) Barker, Senior Consultant and Product Manager
Agenda for Today

- Introductions and our aspirations for our time with you
- Why data visualization and analysis are important
- ESD needs, vision, and transformation journey
- How to leverage data to drive decisions and tell ESD’s story
- Lean leadership in a data-driven culture
- Cloud-based visual analytic dashboards
- Who needs to be engaged in data visualization and analysis
- Q&A
Strategic and Operational Excellence is relevant in every business environment and is necessary to thrive.

The disruptive and uncertain nature of the current business environment reveals that information is power and strong alignment is critical to long-term success.
Setting the Stage about Data-Driven Decisions in a Lean Leadership Culture

Trends for Data Visualization and Analysis

- By 2022, 90% of organizational strategies will explicitly include data and analytics as vital enterprise assets.
- By 2023, data literacy will become a necessary driver of commercial and government value.
- These facts will be demonstrated through the formal inclusion in 80% of strategies and change management programs (Gartner 2018).
- Mastering data-driven enterprise performance management is a proven strategy to achieve “more with less,” especially during dramatic budget cuts and remote workforce.
- Understanding their data allows leadership teams to know how to best allocate resources to their strategic initiatives.
Data Maturity: From Instinct to Optimized

Data: the collection of facts, numbers, words, measurements, descriptions, observations, etc.

**INSTINCT**
- Little / no data
- Ad hoc collection
- Slow and reactionary

**INTUITION**
- Basic data (KPI's)
- Manual collection / spreadsheets
- Little / no analytics
- Understand what happened

**INSIGHT**
- Structured data
- Automated collection
- Basic analytics
- Understand why it happened

**OPTIMIZED**
- Fully integrated and accessible data
- Real-time visual / interactive dashboards
- Understand what is likely to happen
- Quicker and higher quality decisions and actions
- Data-driven culture
State Agencies on the Journey

Some state agencies using dashboards and huddle boards to transform their culture that we are working with:

- Washington Employment Security Department
- Washington Health Care Authority
- Oregon Department of Human Services
- Oregon Health Authority Health Services Division
- Oregon Department of Transportation (Central Services Division)
- Arizona Department of Corrections
Employment Security Department’s Story

ESD’s Four Lines of Service

• **Unemployment**: July 2019: 47,227 claimants vs. July 2020 claimants 408,796 (+656%)

• **Reemployment**: 40 WorkSource offices statewide

• **Paid Family and Medical Leave**: launched January 2020; more than 104K applications submitted as of August 2020

• **Long-Term Care**: (new) ESD will collect and assess employee premiums

ESD headcount in 2019: 1,669
Employment Security Department’s Story

• 2012: We began implementing Lean eight years ago
• 2015: We deployed Daily Management Boards to increase visibility to data for problem-solving and accountability
  – Didn't have the muscles
  – Didn’t feel safe
• 2018: We shifted strategy to focus on the people side of lean and organizational change management. Our new Commissioner joined ESD in 2018, too.
• 2019: We launched the Enterprise Project Management Office to align agency governance, performance, project management, and lean
Employment Security Department’s Story

As an agency, our intent is to build muscle for:

- Being honest with ourselves and others – it’s ok to be in the red! (if we’re taking steps to get better)
- Managing with data
- Improving our ability to plan and execute initiatives
- Increasing visibility to agency priorities aligned to our strategic plan
- Increasing accountability for completing strategic work

We can do this!
What We’ve Done

- Built our sponsorship coalition with Executives and Sr. Managers
- Developed agency’s Quarterly Target Review (QTR) process
  - Culture of accountability
  - Ground rules / norms
  - Roles and responsibilities
- Planned (and canceled) two agency-level QTRs
- Procured Results Software to help us see performance visually

The Plan
Then 2020 Happened

- 656% increase in demand for unemployment assistance
- Grew headcount from 1,600 to 2,500
- Rapid decision-making environment increased the need and use of data
- Shifted from top down to bottom-up deployment of QTRs
  - Built agency’s Project Management dashboard in Results Software
  - Hosted LED team’s first QTR
## ESD’s Project Management Scorecard

**Dashboard**

**Home / List / Dashboard**

**Employment Security Department**

**Washington State**

### IT Project Progress Scorecard

**Projects**

<table>
<thead>
<tr>
<th>Name</th>
<th>Priority of Active Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated Financial Systems</td>
<td>10</td>
</tr>
<tr>
<td>Central Audit Management System</td>
<td>7</td>
</tr>
<tr>
<td>Collection Subpoena Processing System (CSPS)</td>
<td>3</td>
</tr>
<tr>
<td>EAMS 5.0 (NGTS)</td>
<td>7</td>
</tr>
<tr>
<td>ESD Imaging Data Migration and Retention Management</td>
<td>3</td>
</tr>
<tr>
<td>IT Continuity of Operations (IT COOP)</td>
<td>10</td>
</tr>
<tr>
<td>LMS Upgrade</td>
<td>7</td>
</tr>
<tr>
<td>Lost Wages Assistance (LWA)</td>
<td>3</td>
</tr>
<tr>
<td>Mass Onboarding</td>
<td>7</td>
</tr>
<tr>
<td>Master Plan to Facilitate Upgrades of Retention Assistance</td>
<td>3</td>
</tr>
</tbody>
</table>

**Projects In Progress**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Strategic Goals / Priorities</th>
<th>Project Owner</th>
<th>Start Date</th>
<th>End Date</th>
<th>Priority</th>
<th>Project Status</th>
<th>Remaining Days</th>
<th>Task Completed</th>
<th>Task Overdue</th>
<th>Total Tasks</th>
<th>Project Percent Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated Financial Systems</td>
<td>Improve organizational effectiveness</td>
<td>John Smith</td>
<td>7/1/2019</td>
<td>9/30/2021</td>
<td>Very High</td>
<td>Active</td>
<td>356</td>
<td>2</td>
<td>5</td>
<td>57</td>
<td>69.09%</td>
</tr>
<tr>
<td>Central Audit Management System</td>
<td>Improve organizational effectiveness</td>
<td>Jane Doe</td>
<td>11/1/2019</td>
<td>11/30/2020</td>
<td>Medium</td>
<td>Active</td>
<td>52</td>
<td>3</td>
<td>5</td>
<td>57</td>
<td>69.09%</td>
</tr>
<tr>
<td>Collection Subpoena Processing System (CSPS)</td>
<td>Improve organizational effectiveness</td>
<td>Michael White</td>
<td>11/7/2018</td>
<td>10/30/2020</td>
<td>Medium</td>
<td>Active</td>
<td>21</td>
<td>3</td>
<td>5</td>
<td>57</td>
<td>69.09%</td>
</tr>
<tr>
<td>EAMS 5.0 (NGTS)</td>
<td>Improve organizational</td>
<td>Amy Lee</td>
<td>10/30/2017</td>
<td>3/8/2021</td>
<td>Medium</td>
<td>Active</td>
<td>151</td>
<td>3</td>
<td>5</td>
<td>57</td>
<td>69.09%</td>
</tr>
</tbody>
</table>

**Projects Completed**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Strategic Goals / Priorities</th>
<th>Project Owner</th>
<th>Start Date</th>
<th>End Date</th>
<th>Priority</th>
<th>Project Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Windows Server Upgrade</td>
<td>Improve organizational effectiveness</td>
<td>John Smith</td>
<td>7/1/2019</td>
<td>1/14/2020</td>
<td>Medium</td>
<td>Completed</td>
</tr>
<tr>
<td>Customer Journey Mapping</td>
<td>Get benefits to those eligible</td>
<td>Jane Doe</td>
<td>5/4/2020</td>
<td>8/36/2020</td>
<td>High</td>
<td>Completed</td>
</tr>
<tr>
<td>Employers Support for Furloughs</td>
<td>Get benefits to those eligible</td>
<td>Michael White</td>
<td>7/14/2020</td>
<td>7/24/2020</td>
<td>High</td>
<td>Completed</td>
</tr>
<tr>
<td>Federal CIVILIAN Retraining</td>
<td>Return to work</td>
<td>Amy Lee</td>
<td>6/17/2019</td>
<td>3/7/2020</td>
<td>Very Few</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Project-specific Dashboard

LMS Upgrade

Project Health Metrics

<table>
<thead>
<tr>
<th>MeasureCode</th>
<th>Measure Name</th>
<th>Date Recorded</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMSOH</td>
<td>&quot;Overall Health&quot;</td>
<td>10/5/2020</td>
<td>Green</td>
<td>on track</td>
</tr>
<tr>
<td>LMSBudget</td>
<td>Budget</td>
<td>10/5/2020</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>LMSRisk</td>
<td>Risk</td>
<td>10/5/2020</td>
<td>Green</td>
<td>Risks are resolved. No open risks at this time</td>
</tr>
<tr>
<td>LMSSchd</td>
<td>Schedule</td>
<td>10/5/2020</td>
<td>Green</td>
<td>on track</td>
</tr>
<tr>
<td>LMSScope</td>
<td>Scope</td>
<td>10/5/2020</td>
<td>Green</td>
<td>on track</td>
</tr>
</tbody>
</table>

Metrics Color Definitions
Red - Some aspect of the project has fallen dramatically behind, has encountered a major setback, is over budget, or is outside the expected parameters.
Yellow - Some aspect (budget, schedule, etc.) of the project is at risk or requires attention.
Green - The project does not have any known issues but there is still risk that something could go wrong. As with any project in flight, we are managing it cautiously and we are doing our best to deliver successfully.

Tasks In Progress

<table>
<thead>
<tr>
<th>Name</th>
<th>Due Date</th>
<th>Priority</th>
<th>Task Status</th>
<th>On Time?</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charter Signed</td>
<td>5/26/2020</td>
<td>Very High</td>
<td>Completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closeout Completed</td>
<td>12/31/2020</td>
<td>Very High</td>
<td>Completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lessons Learned</td>
<td>12/16/2020</td>
<td>Very High</td>
<td>On Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Management Plan</td>
<td>6/30/2020</td>
<td>High</td>
<td>Completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schedule Developed</td>
<td>9/30/2020</td>
<td>Very High</td>
<td>Active</td>
<td>Overdue</td>
<td></td>
</tr>
</tbody>
</table>

Task Status

Completed 2 (40%)
Not Started 2 (40%)
Active 1 (20%)
Lean Engagement & Development Program Fundamentals Map

Program Purpose: We help people make stuff better

Program Hypothesis

If we do these processes well...

<table>
<thead>
<tr>
<th>Operating Processes</th>
<th>Supporting Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>Communicating</td>
</tr>
<tr>
<td>Facilitating projects</td>
<td>Reporting</td>
</tr>
<tr>
<td># of classes; # of students; student satisfaction; #GB, YB</td>
<td># of blog posts; # of GovO messages &amp; subscribers; # blog comments</td>
</tr>
<tr>
<td># of projects (% by type); # co-facilitators; # of projects by size; project customer satisfaction</td>
<td># of QTRs; # QTR active measures</td>
</tr>
<tr>
<td># of sessions; % divisions w/ current Strat Execution Plans</td>
<td># of agency improvements in the inventory</td>
</tr>
</tbody>
</table>

...as measured by (with targets of...)

then outcomes will be...

<table>
<thead>
<tr>
<th>Improved processes</th>
<th>Resources aligned to visible agency priorities supported by cross-divisional efforts</th>
<th>More engaged staff with stronger lean knowledge, skills, and abilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of projects with measurable results; # of improvements; % of improvements with customer impact; Cost/time savings; Improved results for survey &quot;new way of doing things&quot; and &quot;make things better for customers&quot;</td>
<td>% or % of QTR measures in R/Y with action plans; % of Strat Plan objectives achieved</td>
<td>% of students who say they use the information they learned; Improved results for survey &quot;new way of doing things&quot; and &quot;make things better for customers&quot;</td>
</tr>
</tbody>
</table>

Scorecard and Mass Ingenuity’s Fundamentals Map

Anna
Process Measures

### LED-OP1: Training

<table>
<thead>
<tr>
<th>List</th>
<th>Chart</th>
<th>Summary</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>LED virtual class attendance</td>
<td></td>
<td>63.13%</td>
<td>Anna, Karen (100)</td>
</tr>
<tr>
<td>PPP Training Survey Results – Level of Satisfaction</td>
<td></td>
<td></td>
<td>Anna, Karen (100)</td>
</tr>
<tr>
<td>PPP Training Survey Results – Participant Response Rate</td>
<td></td>
<td>97%</td>
<td>Anna, Karen (100)</td>
</tr>
<tr>
<td>PPP Training Survey Results – Recommend to Others</td>
<td></td>
<td></td>
<td>Anna, Karen (100)</td>
</tr>
</tbody>
</table>

### LED-OP2: Facilitating projects

<table>
<thead>
<tr>
<th>List</th>
<th>Chart</th>
<th>Summary</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>LED cross-divisional projects</td>
<td></td>
<td></td>
<td>Anna, Karen (100)</td>
</tr>
<tr>
<td>Requests for LED services</td>
<td></td>
<td></td>
<td>Anna, Karen (100)</td>
</tr>
</tbody>
</table>

### LED-OP3: Facilitating strategic planning

There are no process measures for this core process.

### LED-OP4: Managing results

<table>
<thead>
<tr>
<th>List</th>
<th>Chart</th>
<th>Summary</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>QTR schedule adherence</td>
<td></td>
<td>100%</td>
<td>Anna, Karen (100)</td>
</tr>
</tbody>
</table>
Now What?

• Developing our QTR roadmap and results management maturity model

• Building on our grass-roots buy-in
  - Initiating the HR division’s QTR process using Results Software
  - Working with the monitoring unit to increase visibility to federally required performance targets and results using Results Software

• Planning for agency-level QTRs in 2021 based on new strategic plan

• Hosting LED team’s 2nd QTR in November to build our muscles
Washington ESD’s Transformation Journey

From...

- Searching for data and who can run reports, etc.
- Objectives on the strategic plan that sound like “to-do” lists
- Being overly optimistic about how many projects or initiatives we can accomplish at once
- Knowledge of performance gaps and being “in the red” limited to a few – and unclear accountability

To...

- Data in one easy-to-access place, used by decision-makers
- Meaningful performance measures and targets
- Setting realistic limits, saying “no” so “yes” is real, and delivering on time results
- Open discussion of performance gaps with clear accountability and support to improve
Payment and processing times

70% Paid within 1 week (between March 8 and October 3, 2020) of filing a claim

| Average days waiting for first payment (for those paid after submitting their first weekly claim) | 12.8 Days |
| Average time to resolve claims w/ issues as of 10/3* | 8.2 Weeks |

*Outside of crisis or peak period, the standard time to process claims with issues is 3 weeks.

Initial claims

The number of claims filed is higher than the number of people who have filed claims. Federal guidelines require a separate application for each unemployment program, so a person who applies for more than one program files more than one claim.

<table>
<thead>
<tr>
<th>State unemployment insurance (UI)</th>
<th>PUA</th>
<th>PEUC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,615,348</td>
<td>499,554</td>
<td>465,966</td>
</tr>
</tbody>
</table>

Initial claims submitted for the week of September 27 – October 3, 2020

<table>
<thead>
<tr>
<th>State Unemployment Insurance (UI)</th>
<th>PUA</th>
<th>PEUC</th>
<th>Continued/ongoing weekly claims</th>
<th>Total claims</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,496</td>
<td>4,151</td>
<td>9,211</td>
<td>477,850</td>
<td>506,708</td>
</tr>
</tbody>
</table>
Claimants

Includes those who have applied for unemployment benefits March 8 – October 3, 2020.

Total number of individuals who have applied for benefits: 1,384,517
Total number of individuals who have filed an initial claim and have been paid: 1,048,043 (76% of total applicants)
Total claimants not currently receiving payment and need resolution by ESD: 20,233 (1.5% of total applicants)
Lean Leadership in a Data-Driven Culture

Prosci’s Change Management: ADKAR® Model

• Building awareness and desire before pandemic
• Desire increased during pandemic – also building our team’s knowledge & ability
• Knowledge – roadshow in January – using LED team as show-and-tell
• Ability – working with HR, PPP, Monitoring unit on “how”
• Reinforcement – sustaining LED team QTR, will be in an accountability role to reinforce use of QTRs and ground rules
How to Leverage Data Visualization and Analysis to Drive Decisions?

- Define a clear purpose
- Understand what is possible to collect
- Consider the audience that will be using the visualization
- Keep visualization simple
- Capture the narrative of the work along with the actual metric
- Provide training and support on the tools and the visualization
- Design iteratively
- Make using data and visualization easy to use
Benefits of Visual Analytic Dashboards

- Integrate all data sources
- Develop interactive and advanced analytics (sort, filter, and drill-down)
- Cascade and aggregate results
- Gain deeper insight into trends and patterns
- Inform quicker and higher quality decisions and actions
Who Needs to Be Engaged in Data Visualization and Analysis?

Actionable Insights and Data-Driven Decisions Require a Large Network of Inter-Connected Team Members
Results Management System™

Grounded in Lean principles, leadership best practices, employee engagement, and waste reduction tools.